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The Possibilities for an Urban Community Action Plan and Collaborative Work Support for Slum Improvement: A Case Study in Jakarta

Abstract

This study describes community development in the preparation for a community action plan for slum management in DKI Jakarta. The case study chosen for this research is the Akuarium village. The existence of slums is an inseparable part of the development of a city. The slum area contributes to several problems such as population density, building conditions, ventilation, sanitation, garbage, drainage, environmental roads, lighting and building layout. In an effort to overcome these problems, it is important to develop a community development concept that emphasizes the participation of the community through collaborative work between the government and citizens in the development process. The research that has been done has not touched on the substance of the problem faced by the urban poor and how the community plays a role in supporting the program. The purpose of this research is to find out how community-based development patterns can encourage collaborative work of each actor in structuring slum villages in DKI Jakarta. In this study, the method used is qualitative with in-depth interviews and data processing using the Nvivo 12+ application. The results showed that the principles of community development, including integrated development, participation, sustainable development, empowerment, and human rights, greatly influence the collaborative work of various stakeholders in planning an Akuarium development action plan.

Keywords:

Slum; community development; collaborative work; akuarium village

Introduction

Urban development planning must be able to ensure its participatory aspects by including compliance with laws, community expectations and

involvement of many parties. Often the concept of urban development has come under heavy criticism for emerging inequality and following pre-existing paths. Three approaches

can be taken, namely the collaborative approach, transition management and design thinking (Raynor et al., 2017). In sustainable development, it must focus on the involvement of other actors by not only making the community the object of development (Scheller & Thörn, 2018).

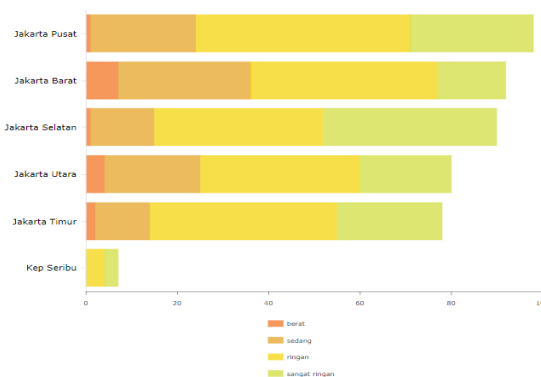
The Urban Community Action Plan is a participatory development approach that comes from the community to plan their activities and projects. Planning can consider local knowledge, local resources, and outside assistance to help develop ideas from the community (Ross & Coleman, 2000). Public participation at each stage involves the direct or in direct involvement of stakeholder companies in decision making regarding policies, plans or applications wherein the businesses have an interest (Bryson & M., 2016; Konsti-Laakso & Rantala, 2018). Institutionalizing the increase of participatory informal settlements into national programs is a remarkable policy change that has a major impact in recognizing the prevalence of slums (French et al., 2019)

People in urban areas have various complex social problems, one of which is the existence of slum villages. These uninhabitable settlements are not in accordance with spatial planning, or building density, are prone to social and environmental diseases, and the general quality of the buildings is very bad and can be dangerous. According to WHO, "Slum settlement" is defined as a residential area or non residential area that is used as a residence where the buildings are in substandard or improper conditions and are densely populated by poor people. This research specifically focuses on a case study in DKI Jakarta. DKI Jakarta Province is the center of government, economy, trade and services, so that it becomes a strong magnet for many parties to complain and express concerns about their future. Based on its authority for city development, the carried out evictions and relocated the residents to settlements that were far away from the previous location. In its later journey, this class of society

becomes very vulnerable to becoming victims of arrogance of power on behalf of the state which feels entitled to forcibly evict people from buildings that are deemed no longer in line with the direction of development of a modern city.

Jakarta under the leadership of Anies Baswedan has a vision for the development of a Jakarta Sustainable City, to make it happen there are three actions that will be taken, namely covering the arrangement of residential areas, providing green open spaces, and environmental management (RPJMD DKI Jakarta). In terms of a settlement arrangement, it was legally formally outlined in Governor Regulation Number 90 of 2018 concerning Improving the Quality of Settlements in the Context of Arrangement of Integrated Settlement Areas. The results of a study by the BPS of DKI Jakarta Province show:

Figure 1.
Number of Residents/ Hamlet Slums in DKI Jakarta by Region (2017)



Source: Central Bureau of Statistics (BPS), 2018

A total of 445 Hamlets in DKI Jakarta were considered slums in 2017. The number consists of 15 heavy hamlets with critical slums, 99 hamlets of dangerous slums, 205 hamlets of low risk slums, and 126 hamlets of very low risk slums. There are 98 hamlets which are located in central Jakarta area. That number consists one hamlet that is considered a critical slum, 23 hamlets that are dangerous slums, 47 hamlets that are considered low risk and 27 hamlets that are considered very

low risk slums. The least dangerous area is Seribu Island, which only has 7 hamlet slums as seen in the chart below. Some of the variables that are the basis of hamlet assessment of slums include, population density, building density, and poor building quality. Additional variables are poor ventilation and lighting, bad latrines, waterway conditions and public street lighting.

There were violations of the method of forced evictions, including the use of threats of heavy equipment and the use of officers who did not have the authority to control the forced evictions, namely the Police and the TNI. Throughout the eviction cases in 2015, there was only 1 case where residents were willing to move voluntarily without any form of threat or control (Januardy, 2015). The 'Other' category is the involvement of government representatives, such as officials from the DKI Jakarta Transportation Agency and BUMN or private companies.

There are three phases in the structuring of this slum, the implementation of the Community Action Plan (CAP), which is a program that participates in encouraging the creation of coordination and collaboration from various parties in the environment of the Provincial Government of DKI Jakarta as well as stakeholders, which further becomes a reference for the sustainability of the Regional Structuring Program. The second phase is the Collaborative Implementation Program (CIP) which is an advanced step to realize the concept of CAP that has been drafted. The CIP process is carried out through physical development and participatory community empowerment, among others with land consolidation. And third, a monitoring and evaluation program that is an effort to maintain the sustainability of the regional structuring program, whose recommendations are expected to maintain the sustainability of the program. This research focuses on a community action plan and collaborative work in the planning of slum setup in DKI Jakarta. Participatory development

between communities seeks to ensure community development is not done in vain or short-lived without sustainability. With community follow-up, it is hoped that sustainable development will be achieved.

Akuarium village is located in Penjaringan Subdistrict, North Jakarta, the Akuarium village itself has been around since 1946 and was leveled in 2016 by the DKI Jakarta Provincial Government. After the eviction, as many as 55% of the residents rented flats while 45% of the residents of Akuarium village stayed on the rubble of their house with makeshift tents. The remaining 10% returned to their hometowns. This research will specifically discuss the community development process in the preparation of slum village planning.

Community Development is defined as a social movement that focuses on rural development in developing countries where its application this social movement begins with the efforts of the community integrated with government authorities to improve the economic, social and cultural conditions of society so that society can be integrated into national life (Irwansyah, 2019). Practitioners in urban growth have to understand group, leadership and socioeconomic trends as well as problems and factors in their community development data on the concept and implementation of projects (Appiah-Kubi, 2020). There are several important points to emphasize in the definition of community development. First, this definition is limited to "communities of place" rather than "communities of interest". Focusing on social relationships is defined by territory, not just by interests. An example of a "community of interest" is a group of people who share a hobby or interest. Meanwhile, the local community includes a group of people who have common interests related to the area or place of residence. Examples are factors that affect the local quality of life, such as education, environmental conditions, or employment. Second, community development

is a social process that involves living quarters in the design of activities to improve their quality of life (Arnold, 2019). Network improvement is essential to constructing network resilience (Pasaribu et al., 2020).

Community development has 6 basic principles, namely as follows (Butler & Kavanagh, 1997; Ife, 2016; Lynch, 2020; Roitman, 2019).

1. Integrated Development.

(Ife, 2016) explained that the implementation or process of community development cannot run partially but must cover several aspects ranging from social, economic, political, cultural, environmental and personal/spiritual. The principle of integrated development refers to the implementation of community development which requires collective action and agreement between the various parties involved which must be mutually integrated both by the community and outside parties who help such as the government in formulating a multi-purpose decision as a solution to the problem that occurs.

2. Human Rights

Community development activities must be able to guarantee the fulfillment of the right for every human being to live properly and well, in other words, these activities must protect and defend human rights which include the right to a decent life, the right to participate in cultural life, the right to obtain family protection, and the right to self-determination.

3. Sustainable

The principle of sustainability in community development refers to the implementation of a development program that takes into account environmental conditions or sustainability related to people's lifestyles, land use and protection of existing natural resources by directing the community to maintain ecological balance and social justice through the use of natural resources

to wisely, reduce waste and prevent pollution as well as increase efficiency and develop local resources to revitalize the local economy.

4. Empowerment

Empowerment in community development is the goal or direction of carrying out a community development activity. The principle of empowerment refers to government assistance or support initiatives to the community such as providing opportunities, resources or skills to giving responsibility aimed at increasing the capacity of the community or community leadership so that it can determine its own future (decisions).

5. Self-Reliance

Independence in community development can be understood as a focus on the implementation of community development activities so as to foster community awareness to identify the surrounding environment and solve problems. This is important and should be emphasized because it is the residents who best know about making changes in their own community. In doing so, independence is related to empowerment in which external parties such as the government regulate and provide support so that the community realizes the potential and capabilities.

6. Participation

Community Development must strive to maximize people's participation in problems that occur in social life with the aim of making everyone actively involved in the process so that people can learn from each other. In an effort to create an inclusive social environment, especially in slums and poor urban settlements, this can be manifested through the CAP approach. The CAP describes what the community wants to achieve, what activities are required over a period of time and what resources (money, people and materials) are needed to succeed. The application

of community-based development requires a different approach from one city to another (Fathy & Anuraga, 2019).

Collaborative governance is a governance model that evolved over a long time which prioritizes consensus amongst various stakeholders. In the world of making plans there's additionally a paradigm of making plans for a complicated modern-day society based totally on Communicative Rationality theory that is known as Collaborative planning. Collaborative planning can promote more effective public participation in the policy planning process. The collaborative method relies closely on the leadership function that needs to be able to take on several roles. The principal role to be under taken is to construct, consider, and facilitate communication (Purbani 2017). The principal characteristic is that the outcomes ends up satisfying all parties concerned. Booher's analysis shows that there are common characteristics which include love policy accord, community visioning, consensus rule-making, and cooperative network structures in collaborative governance. The triple helix model defines and develops the triple helix triangulation concept. Adopting this model can indirectly explain and enable a better understanding of the importance of innovation and entrepreneurship in the dynamic interaction of the triple helix as a factor in increasing regional competitiveness and development. (Farinha et al., 2016; Peris-Ortiz et al., 2016; Todeva, 2013). In the Quadruple Helix Model, the societal based innovation users have been integrated into the innovation process so as to ensure sustainable economic growth (Mok & Jiang, 2020).

Control sector isn't approximately advancing technology, however it is growing new operating strategies and making plans and exercises that contain wider actor collaborations, it's a good way to make stormwater a challenge for an inclusive city planning community. There appears to be a standard settlement that needs institutional trade

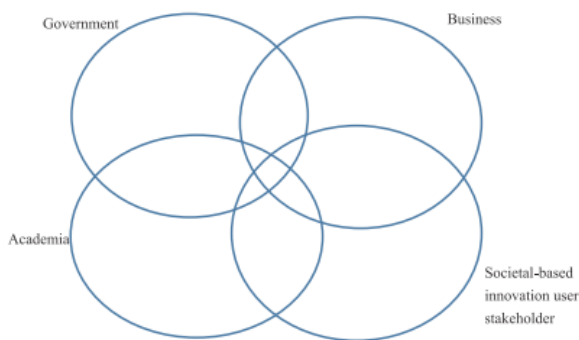
and improvement (Bohman, Glaas, and Karlson 2020). Based totally on an analysis of these field studies and a discussion of top-down and bottom-up projects currently utilized in community engagement it is clear that stakeholders and local communities must be involved in the city planning method. We relate our approach, which we seek advice from as a middle-out design, to other co-design and participatory layout actions in HCI and finish with a dialogue on how our collaborations can contribute to the discourse around the city HCI specially for the motive of network engagement to improve trade (Fredericks, Caldwell, and Tomitsch 2005).

It puts the human beings-oriented urbanization as the center ideology for long term city improvement inside the U.S., which attaches importance to the tremendous interaction amongst more than one stakeholders, which includes the public, developers, and the government. In recent years, "micro-renewal (wei gai zao or wei geng xin)" as one kind of city regeneration method has been applied in Beijing, Shanghai, Guangzhou, and Xiamen to ensure the stability of more than one stakeholders' interests in an urban regeneration manner, which emphasizes the participation in improving community environment, while protecting while protecting and inheriting its records and tradition. At this point, a bottomup method takes shape and makes-up for the absence of public participation and collaborative planning within the previous urban making plans system in China (Li et al. 2020). This paper contributes to the literature on exploring the mechanism of community participatory planning for regeneration, developing the collaboration workshop technique for community participation, and developing a community participation version and a collaborative workshop.

When conceptualising the evolving university-industry-business-society partnerships, the Triple Helix Model can be expanded to a Quadruple Helix Model. The center

of the Quadruple Helix Model is the contributions resulting from the close association between the university industry, the local community, and society as a whole (Carayannis et al., 2012). More could be produced by close partnerships between government, universities, industries, and society.

Figure 2.
Actors of Collaborative Governance



Source: (Carayannis et al., 2012; McAdam et al., 2018; Mok & Jiang, 2020)

After finding the helix model (Triple Helix, Quadruple Helix, Quintuple Helix), a more complex model was found through research, namely the Pentahelix model. Further development of the previous helix model created the Penta Helix model. This model is based on five types of stakeholders, namely business, public administration, local residents, the knowledge sector and capital. This model is very suitable for multi-stakeholder problems where stakeholders represent various interests in a place or problem (Amrial et al., 2017; Muhyi & Chan, 2017).

Methods

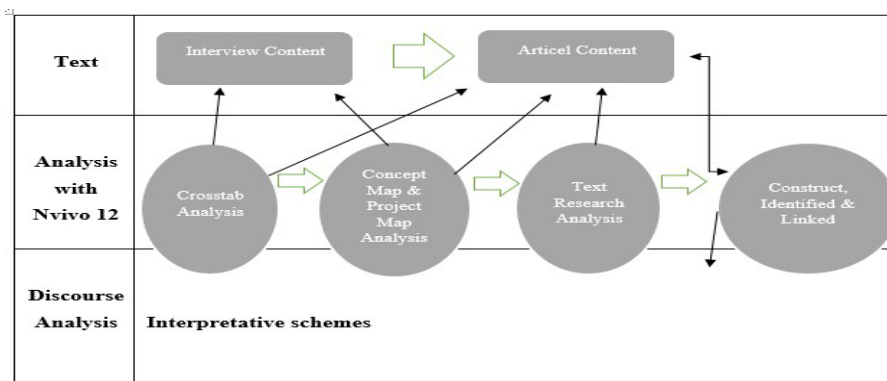
This research uses a qualitative approach with data collection techniques in the form of interviews and literature review. The informants in this study were chosen using a purposive technique, which means that they were determined with certain considerations and goals and through in-depth interviews, citizen consultation and observation. The author uses snowball sampling

and purpose sampling techniques, namely the person who is considered the most aware of what the author expects. Secondary data collection is obtained through social media, archives, maps, reports / previous research and reports from government agencies that support the research. The informants in this study were the DKI Jakarta government, the residents of Aquarium village, the Rujak Center for Urban Studies, the Urban Poor Consortium, the Urban Poor People's Network, Legal Aid Institutions and other private sectors involved in the development process.

The research was conducted in North Jakarta Aquarium Village. The location was chosen because the area was the victim of forced evictions by the DKI Jakarta government. Aquarium Village and Bukit Duri are also priorities of the slum village structuring program. In addition, the involvement of the community, non-governmental organizations and government institutions has taken place. Data processing was performed using the Nvivo 12 plus software. The data sources of this research include: interview results and websites that are relevant in providing news based on interviews with several informants related to community-based development and government collaboration in slum management in DKI Jakarta. The Nvivo 12 plus analysis in this study uses the features of crosstab analysis, concept map analysis, and text research analysis (Jackson, K., & Bazeley, 2019; Maher et al., 2018).

Crosstab analysis is used for the process of creating a contingency table of the multivariate variable frequency distribution, presented in a matrix format. While the Concept Map is designed to map thoughts in concepts and propositions based on variables. Meanwhile, the use of text research analysis is designed to find meanings, words, and contexts related to the research problems. The data analysis was carried out in three stages, first, namely the Ncapture website, and articles; the second stage is data analysis with the Nvivo 12 Plus software, as well as

Figure 3.
Analysis Using the NVIVO12 + feature



Source: (Maher et al., 2018)

reading text and content that have other data in common, finding related items, while looking for interrelated meanings, words, and contexts between interviews and articles; the third stage is discourse analysis, namely the analysis and meaning of website content and articles that are relevant to the research.

Results and Discussion

The arrangement of slum villages in DKI Jakarta through the Community Action Plan (CAP) program is a form of participatory development by accommodating the ideas and desires of the villagers who live in the slums to collaborate with the DKI Jakarta provincial government. One of the villages accommodated in the Community Action Plan (CAP) program is the North Jakarta Aquarium village. The following table lists some of the collaborations carried out for residents to return to the Aquarium Village with details of the following activities:

Community Action plan (CAP) program through the following stages:

1. Determination of location and determination of priorities

The mayor/regent will determine the location and determine priorities based on regional aspects and then the mayor/regent gives recommendations to the public housing and residential areas office.

Table 1.

CAP Collaborative Activities in 2016-2020

Years	Collaboration Activity
2016	The evictions that were carried out by residents were held in a makeshift place.
2017	Political contracts with JRMK and assistants, conduct activities to refuse forced evictions, conduct class actions and objections to spatial planning.
2018	Preparation of the Community Action Plan (CAP) in coordination with the DKI Jakarta's government
2019	Determination of design references from residents, the establishment of the Aquarium cooperative.
2020	Presentation of the design concept to the Governor of DKI Jakarta, and the ground breaking of Aquarium village.

Source: Compiled from various sources

2. Determination of the Community Action Plan (CAP)

Based on the recommendation of the Mayor/Regent to the Public Housing and Settlement Services Office through the head of the Public Housing and Settlement Areas Service, a CAP is compiled by involving the relevant Regional/Work Units, Districts, Villages and Community Organizations. Community institutions include village deliberation institutions and other community organizations. The CAP preparation is carried out in the following stages: Preparation, survey, identification, compilation of data and facts, analysis, preparation of handling concepts,

preparation of action plans, and Detailed Engineering Design (DED) Documents.

The CAP preparation stage is carried out through mentoring the sub-district and village head in the step of empowering the element of authority. Meanwhile, the form of involvement of social institutions at the CAP preparation stage is evidenced by an official report agreed upon by the parties involved at each stage, then the results of the formulation are determined by the head of the community housing and residential area office.

3. Implementation of the Collaborative Implementation Program (CIP)

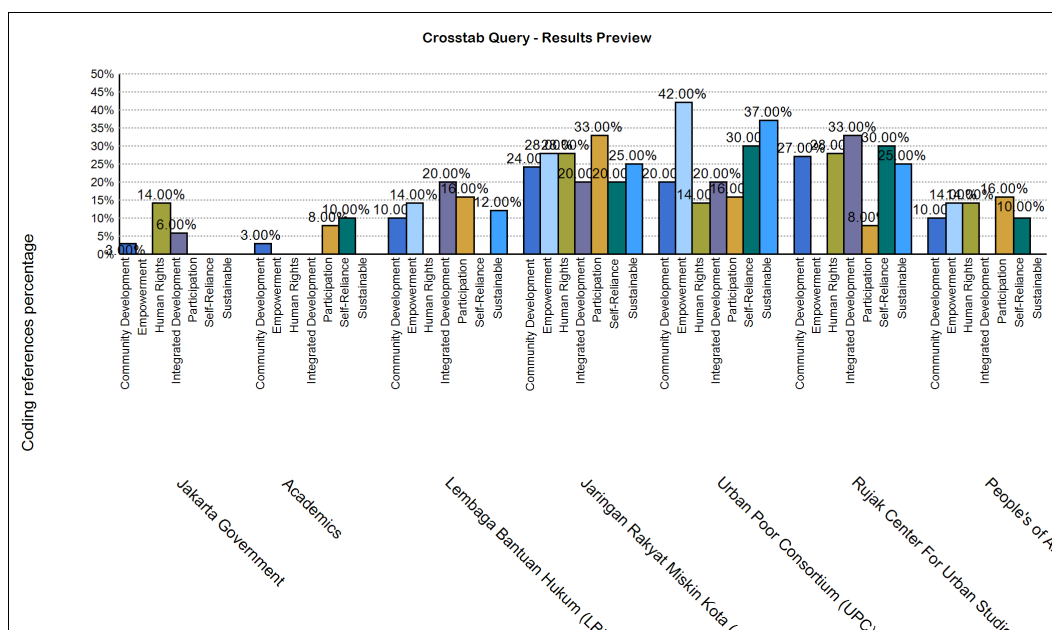
Based on the established CAP, the community housing and residential area service sub-agency implements a special CIP for the implementation of environmental physical development involving related regional / work units, sub-districts and community institutions which include kelurahan deliberation institutions, village activation teams, neighbourhood, Youth Organization, and other social institutions. The implementation of CIP must first obtain technical recommendations from

the relevant Regional/work units in accordance with their duties and functions.

Furthermore, the results of the implementation of physical and environmental development that have been built through CIP are then handed over to the Regional apparatus/ related work units in accordance with their duties and functions, except for roads and channels. For assets that do not belong to the local government, the physical development of the environment is carried out through cooperation between institutions and with individuals, in accordance with the provisions of laws and regulations.

The results of this study try to describe the various interviews that came from the DKI Jakarta Government, The community of Aquarium Village, the Non Government Organization (NGO) and also the Civil Society Organization (CSO) such as; Rujak Center for Urban Studies (RCUS), Urban Poor Consortium (UPC), Jakarta City Poor People Network (JRMK), and also the Jakarta Legal Aid Institute (LBH). These three NGOs have their own role in assisting the residents of Aquarium Village. In addition, the class action process also involves various groups of academics.

Graph 1.
Community Development in Planning to Build an Aquarium Village



Source : Crosstab Query Analysis with Nvivo 12 Plus, 2020

Based on the community development indicators, it can be done through several approaches, namely empowerment, human rights, integrated development, participants, self-reliance, and sustainability. Each collaboration actor must pay attention to the 6 principles of implementing community development so that the resulting planning is able to achieve real goals.

As much as 14% of the DKI Jakarta government emphasized that the Aquarium Village arrangement process must pay attention to constitutional rights in determining the Aquarium Village Policy. Every community has rights to proper housing and settlements. As well as having the right to participate in the Aquarium Village Policy. The DKI Jakarta Government always strives to prioritize bottom-up desires and planning. In article 7 paragraph 2 of Law Number 30 of 2014 concerning government administration, it is stated that government officials have the obligation to provide opportunities for their opinions to be heard before making decisions and/or actions in accordance with the provisions of laws and regulations.

Opening the space for dialogue at least raises a new paradigm related to a more humanist development. Human development should take precedence over physical development. Trusting in local capabilities is a type of development that puts forward the principle of empowering humanity. The legal and formal settlement arrangement is outlined in Governor Regulation Number 90 of 2018 concerning Improving the Quality of Settlements in the Context of Arrangement of Integrated Settlement Areas and Governor Decree No. 878 of 2017 concerning the Task Force for Implementing Village and Community Arrangements which gave birth to the Community Action Plan (CAP) program.

The decision to welcome the Community Action Plan (CAP) program for the residents of Aquarium Village involved withdrawing the lawsuit they had filed on October 03 2016

against the DKI Jakarta Provincial Government, this decision was made by residents after DKI Jakarta Governor Anies Baswedan issued a Decree of the Governor of DKI Jakarta Number 878 of 2018 concerning Implementation of village and community planning. The task involved implementing the arrangement of villages and urban communities which prioritizes 16 villages in the implementation of the CAP program.

Academics emphasize the principle of self-reliance as much as 10%, meaning that community involvement is required to try to determine the concept and solve the problem of the slum. The community must be able to work together with various stakeholders so that they do not only expect top-down development. Aquarium Village is one of the villages that is part of the Urban Poor Network of Jakarta (JRMK - "Network of the Poor City People") which was also the victim of eviction by the central government of DKI Jakarta in April 2016. Apart from Aquarium Village, there have been at least three other cases of forced evictions. that took place in Jakarta from 2015 to 2016. Resistance by residents and then joining the Jakarta City Poor Network (JRMK) together with volunteers with various expertise on land rights and housing helped facilitate the reflection process for the parties involved resulting in the main concept that forced evictions are not a wise choice for dealing with urban problems.

The principle of integrated development, as much as 20% this issue received attention from the Legal Aid Institute after going through the interview process. Each stakeholder has their respective roles in the LBH Jakarta Community Action Plan (CAP) process for legal aid and citizen advocacy, legal and defense research, UPC and JRMK for accommodating citizens in the field, especially in briefing the tools of political contracts, RUJAK in matters related to technical issues. The principles of social justice that were ignored in the eviction process by the DKI provincial government made many people from various elements of

society feel that humanity was being taken away from the eviction case of the Akuarium Village and trying to accommodate residents such as LBH Jakarta, Rujak Center for Urban Studies (RCUS), Network Urban Poor People (JRMK), as well as Urban Poor Consortium (UPC), Academics from the University of Indonesia, etc.

The eviction case in the Akuarium Village that was carried out by force alerted many humanitarian volunteers who were called in to help the residents of the Akuarium Village with both material and moral support. JRMK Jakarta has assisted residents after the eviction occurred in Akuarium Village, the first thing JRMK did was provide assistance to children and mothers in the Aquarium Village. Apart from JRMK, several NGO activists also assisted residents of Akuarium Village, such as UPC, which began to intensify their assistance of residents of Akuarium Village after the eviction.

After the evictions, several humanitarian activists provided humanitarian support to the residents of Akuarium Village which ultimately made the residents even more confident to survive again. In the process of reorganizing the Akuarium Village which was evicted by the previous Governor, Akuarium Village was included in the 100-day program of Governor Anies Baswedan. The first steps taken by governor Anies Baswedan in the 100 day work program for the residents of the first Aquarium Village were the reactivation of the identity of the residents, the formation of the RT so that residents could receive services again from the government, and the construction of shelters as temporary homes for residents. Akuarium Village used CSR funds and further actions while running the CAP and CIP process.

Meanwhile, based on the results of data processing from NGO groups, the dominant principles that emerge include participation, empowerment, and integrated development. Having discussions and deliberations with citizens in determining a policy is something that must be fulfilled by the government. Opening a

space for dialogue in the development planning process in the village area by involving the active citizens is a form of a healthy democratic process. Iff (2016) explains that early community development can be done by respecting local knowledge, respecting local culture, respecting local resources, appreciating local skills, and respecting local processes.

Meanwhile, the people of the Aquarium Village talked a lot about participation/contribution in the preparation of the CAP. Participatory development is very possible for the government as the policy maker which involves mapping and organizing basic data with students. This activity was held by the Community Service Forum for Communication and Scientific Work of Indonesian Architecture Students (FK TK MAI) in various villages in Jakarta. This training was the first step in the process of mapping and profiling the JRMK villages. The preparation for the CAP program has been quite a long journey.

Compilation of the CAP Handbook for the Preparation Phase

The preparation of this guidebook was carried out jointly by 16 village assistants from the Urban Poor Consortium, University of Indonesia, ASF (Architecture Sans Frontiers), and the Rujak Center for Urban Studies. The purpose of this manual is to explain the basics of Community Action Plans in the form that is easiest for the population to understand. Ratifying the village vision and arranging this pre-CAP document report are the final steps for pre-CAP. The compromise between the vision for the village and the planning documents resulting from the pre-CAP activities will serve as a guide for the community and is expected to be detailed in the CAP program that the government will carry out together with the community.

The collaborative process of the Community Action Plan (CAP) in DKI Jakarta involves many actors in its implementation which requires

networking to communicate with each other is something that cannot be eliminated so that the community planning process can run well. The concept of arrangement for the Village Aquarium or the Kampung Aquarium Village was prepared through deliberations between the residents of the Village Aquarium accompanied by the Rujak Center for Urban Studies, the Urban Poor People's Network, and the Urban for Consortium. The development concept which is the result of the wishes of the residents is as follows:

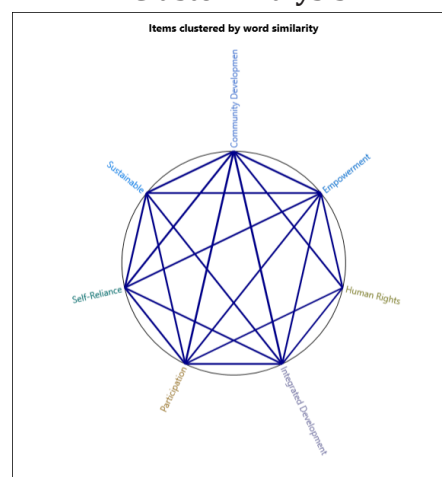
- a) Remain having "village" characteristics by accommodating high social interactions.
- b) Strive for harmony with the surrounding environment (cultural heritage)
- c) Accomodating and showing the vision of the Aquarium Village as a "maritime tourism village"
- d) Prioritizing technical considerations for development that are efficient but still aesthetic, comfortable and functional.
- e) The ratio of open land: built land is 50%: 50%
- f) The area is divided into 3 zones: Commerce, public facilities & open spaces, and settlements.

Akuarium Village will be planned as a Maritime Tourism Village which becomes one of the sites of complementary visits from a series of tourist sites around the Aquarium Village, but also an interesting site and worth visiting, there are tourist sites and various tourist support facilities such as commercial areas, and public facilities fasos and maintenance managed by residents. Residents still live in the Aquarium Village and form an association that manages the Aquarium Village as a marine tourism village.

Forms of collaboration carried out in the Community Action Plan program include advocacy from NGOs, education, and cultural exhibitions, which in fact foster new values in the Aquarium Village such as residents' understanding of the increasingly visible tourism potential, the economic potential of the residents, then a

stronger concept of community togetherness. Regional development not only builds the physical area but also builds the community. There must be a balance between physical development and community activities so that the two work together to make the region a developed area. Thus the area will become a comfortable area for producing and consuming in the middle of a dynamic and productive regional life. Based on field findings, there is no synergy between the regional government and the residents of the Aquarium Village, making the relocation carried out unilaterally by the DKI Regional Government.

Figure 4.
Cluster Analysis



Source: Cluster analysis with NVivo 12 Plus, 2020

Table 2.
Pearson Correlation Coefficient

Main Node	Node (Drivers)	Pearson Correlation Coefficient
Community Development	Integrated Development	0.937077
	Participation	0.930734
	Self-Reliance	0.906009
	Sustainable	0.878963
	Empowerment	0.873685
	Human Rights	0.825903

Source: Cluster Analysis and Correlation Coefficient, 2020.

Based on the table and figure above, using cluster analysis states that there is a correlation

between community development and their respective child nodes. The table above shows the similarities in the results of interviews related to the arrangement of the Aquarium Village, namely 0.93 integrated development 0.93 participation, 0.90 sustainable development, 0.87 empowerment, and with 0.82 human rights.

Collaboration Process of Communities, Government, NGOs, CSOs, Academics

The Community Action Plan (CAP) as an alternative in community work-based village management is a bright spot for marginalized communities to get decent housing. The village arrangement paradigm that is often carried out arrogantly by the government by stigmatizing the village as “Slum and Wild” is now starting to find a softer paradigm. The form of collaboration between the community and the government, which is now starting with a bottom-up pattern by accommodating people's wishes through discussions with the government team, opens up an intimate collaboration space between policy makers and policy recipients.

The community based approach is reinforced by the principle of diversity, as well as the principle of sustainability. Community is consistent with the empowerment model for change because it provides a framework for society to make effective decisions. To strive for sustainable urban housing programs in the Community Action Plan (CAP) program, the community of Aquarium Village residents also collaborates with several non-government organizations (NGOs) and also Civil Society Organizations (CSOs) such as; Rujak Center for Urban Studies (RCUS), Urban Poor Consortium (UPC), Jakarta City Poor People Network (JRMK), and also the Jakarta Legal Aid Institute (LBH). These three NGOs have their own role in assisting the residents of the Aquarium Village.

The desire of residents to form a populist community is a form of awareness that has grown

in the marginalized people of Jakarta. Citizens realize that the right to live in a proper place has been guaranteed by the 1945 Constitution, but in fact it has not been fulfilled in Jakarta. It is the emergence of awareness of this right that makes the citizens of Jakarta form the community to defend their rights.

The Urban Poor Consortium (UPC) embodies the strategy through information dissemination activities and the growth of public expression media by means of multimedia; advocacy; basic level organizational growth; developing networks between poor villages and urban poor groups; and meeting the practical needs of the community through economic, health, education and settlement improvement activities. The consortium aims to help the poor develop a collective awareness to formulate a common dream and be able to understand their strengths and weaknesses, so that people's organizations can be formed to fight for their basic rights. The form of UPC assistance to Aquarium Village residents includes three patterns, such as community organizing, advocacy, and networking. Community-based development is considered capable of achieving a sustainable society by maintaining human diversity and environmental balance. Assisting urban residents is not an easy thing to do. In the midst of busy urban communities who often have quite dense daily activities, it makes it difficult for residents to be invited to hold discussions or meetings.

Conclusion

The form of collaboration between the government and the community in the Community Action Plan (CAP) program is accomplished through a pattern of negotiations and discussions between citizens and the government regarding what citizens need. The residents who live in their village are accompanied by Non-Government Organizations (NGOs) and Civil Society Organizations (CSOs) who carry out trainings on

healthy villages, learn about zoning, and explore village potentials. As a result, the residents have their own village planning process from the aspect of settlement feasibility, what things must be improved and what must be maintained which are then discussed with the consultant from the Sempai Government to become a Community Action Plan (CAP) guidebook. The impact of the Community Action Plan on the residents of Akuarium Village was that the residents of Akuarium Village became more critical of their rights, the residents also understood more about matters related to proper housing, and also the residents of Akurium Village became more organized as a community.

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